



Career and Leadership Development Initiative

Indianapolis Metropolitan
Police Department

Volume I, Issue 6
Summer 2009

A Message from the Office of Career and Leadership Development (CLD)

It has been a very busy time for the CLD Initiative. Over the summer months of June, July and August the Office of CLD has taken several steps to transition from the fact finding process to the next phase of implementation. In June of 2009, the CLD Full Committee completed their research of best practices and formally submitted a Statement of Findings to the Chief of Police. The report included a list of the committee's recommendations and endorsements regarding career development.

Many hours have been spent planning for the implementation of the IMPD's Performance Management Process, the timeline for the Master Designations and the reengineering of the promotion process.

Several steps have also been taken to create the curriculum for the IMPD Leadership Academy. Additional members of the department have stepped forward to complete this process and I am grateful for their assistance. Without a doubt, this will be a nationally recognized program that will be sought by many and we are fortunate enough to have it right in our department. Entire days have been spent in consultation with world renowned experts and pioneers in the law enforcement and leadership communities. I want to sincerely thank General John Hill, Chuck Remsberg and Bill Westfall for their tireless travels to Indianapolis to spend multiple days with our internal faculty and design teams. Their willingness to dedicate so much of their time and effort to this program speaks volumes about the quality of our program.

Additionally, one of the first tangible changes within the IMPD as a result of the CLD Initiative is now under way. During the month of July, the IMPD CrossFit program launched and nearly 80 sworn members of the department signed up to take advantage of this voluntary free fitness program offered by the department. I have personally participated in the on ramp program and I have witnessed great things including enhanced teamwork, support and leadership from all of the participating members. I highly recommend this program to all officers regardless of their current physical abilities. Finally, I want to thank Chief Michael Spears and Director of Public Safety Scott Newman for their steadfast commitment to this important and transformational work. I also want to thank Mayor Greg Ballard for his leadership and direction on this overall initiative. Without their support and determination, none of this would be possible.

Respectfully, Sgt. Rick Snyder Telephone (317) 327-3376 or s8626@indy.gov



Sgt. Rick Snyder discusses the CLD Initiative with Advisory Board members General John Hill (right) and International Police Training Guru, Chuck Remsberg (left). Renowned Leadership Instructor Bill Westfall (left) looks on.

CLD Full Committee Completes Due Diligence

In January 2009, the CLD Full Committee launched in-depth research of best practices regarding Career and Leadership Development. Throughout the months of January through June of 2009, the committee researched law enforcement organizations throughout the United States, met with representatives and researched various programs within the branches of the United States Military and made contact with law enforcement agencies in Canada, England and Australia. Representatives from the Career and Leadership Development Initiative completed fact finding trips to Michigan, Illinois, California and Massachusetts.

As a result, the CLD Full Committee rendered eleven recommendations regarding several components including the Master Patrol Officer and Master Detective Designations, the Performance Management Process, the Promotion Process and many more. The committee also issued eight additional Statements of Support and Endorsement regarding such programs as the IMPD Leadership Academy, the Women's Leadership Conference, and the Chief's Recommended Reading List. All recommendations and endorsements were unanimously passed by the full committee. The committee's Statement of Findings is scheduled to be distributed during the month of September 2009. Stay Tuned!

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Did you know?

- The IMPD is accepting applications for Police and Reserve Officers.



"Many are Called, Few Are Chosen." The newest Recruits for the IMPD are sworn in during a July 2009 ceremony.

**CLD Appreciation Night**

Chief of Police Michael Spears thanks members of the CLD Full Committee for their service to the IMPD.



Chief Spears and FOP President Owensby presented a Certificate of Appreciation to CLD Full Committee members, Officer Jerry Piland is pictured above.



Members of the CLD Full Committee enjoy dinner at the FOP. Left to Right, Capt. Pat Holman, Sgt. LeEtta Davenport and Sgt. Mark Brown.

CLD Appreciation Night ~ An evening of thanks

The CLD Full Committee completed their due diligence and submitted a detailed Statement of Findings to the Chief of Police at the end of June 2009.

During the month of September 2009, the committee's report will be published and the proposed timeline for implementation will be announced.

In order to demonstrate appreciation for the commitment and dedication of the committee's membership, each member was presented with an IMPD Certificate of Appreciation.

The ceremony was held at the FOP Lodge #86 as part of the CLD Appreciation Night.

Following the presentation, committee members and their guests were provided with a wonderful dinner by the FOP staff.

"I sincerely appreciate all of the hard work of each committee member. Their dedication and tenacity brought all of this together and each should be proud of this accomplishment" explained CLD Coordinator, Sgt. Rick Snyder.

"The CLD Initiative truly was a joint effort by the police department and the labor union to better the opportunities for all members of our great agency" said FOP President Bill Owensby.

Chief Spears told the gathered members, "I have reviewed your recommendations and I am very pleased with your findings. These steps will change our department for the better."

Each plaque read as follows:

"In Appreciation on behalf of the officers of the Indianapolis Metropolitan Police Department and the citizens of this city, for your steadfast work and dedication to the Career and Leadership Development Initiative, and in keeping with the vision of enabling this department to become recognized as one of the leading law enforcement agencies in the nation."

The IMPD Leadership Academy ~ Developing those who develop others

Any teacher, instructor or coach will agree, success lies in the plan of action. The plans for the development of the IMPD Leadership Academy are no different. Proof lies in the hard work being completed by the internal faculty members of the IMPD.

The conceptual framework of the IMPD Leadership Academy involves a four week curriculum separated into four (4) one week blocks of instruction. Comple-

tion of the first week of the Academy will be required for all candidates for the Master Designation. Additionally, departmental supervisors and managers will be chosen to complete the entire 4 week program.

"This will be a highly selective process based on objective criteria related to each applicant's work history and performance. Satisfactory completion of each stage will consist of significant

course work and testing requirements" explained Capt. Joe Finch, who is assisting in the development of the curriculum.

Discussions are also underway to offer academic accreditation from colleges and universities for the leadership program.

Plans call for the first academy to be launched January 2010. Detailed announcements will be made soon regarding the selection criteria for the Academy.

Performance Management ~ Process will begin 2010

One of the primary tasks of the CLD Full Committee was to identify a process for performance management through the use of performance planning, assessment and review.

The CLD Full Committee has created an electronically based evaluation tool which will allow for ease of access and ease of use and completion.

The format is narrowly focused

on agreed upon characteristics and qualities and utilizes clearly defined parameters that allow for transparency. The program is cost effective, it can be implemented within the timeline established for CLD and most importantly it will allow IMPD officers to always know where they stand.

As a result, Chief of Police Michael Spears has called for training on the process, the evalua-

tion tool and the tracking application to be completed in the Fall 2009 in service curriculum for all sworn members of the department.

Beginning January 2010, the performance management process will be launched with an informal evaluation completed mid year and a formal evaluation completed at the end of the year.



IMPD Strength and Conditioning~ CrossFit, Camaraderie and Confidence

In July 2009, the IMPD launched its first "on ramp" cycle for its CrossFit program. CrossFit is by design, broad, general and inclusive. The program is able to be scaled for any person regardless of their experience.

The IMPD is proving to be a leader in the fitness arena. Under the direction of Chief Michael Spears, the department has committed to providing first class opportunities for members of the department to enhance their physical fitness. The program is free and voluntary. Officers receive first class facilities and equipment from first class instructors.

Lt. Vince Cascella is the Physical Fitness Coordinator for the IMPD and he has taken progressive steps to facilitate transformational fitness regimens.

The department now offers one hour blocks of instruction every Tuesday, Thursday and Friday at 9, 10, and 11 am and evening classes at 4 and 5 pm. Classes take place at the IMPD Training Academy.

The on ramp cycle is a four week curriculum resulting in 12 workouts. Members who complete the program spend the majority of their time learning proper form and technique.

Most actual workouts are only 5-10 minutes long, but the results are immediate.

Lt. Jim Waters explained, "After completing only 4 weeks of training, the fruits of my labor are already evident. A combination of proper diet and aggressive exercise have left me feeling less lethargic and resulted in a smaller waist line."

Others noted a stronger bond with their fellow department members due to the camaraderie and peer support present in every workout. The next on ramp cycle is currently being offered. Slots are quickly filling up!

For more info visit:

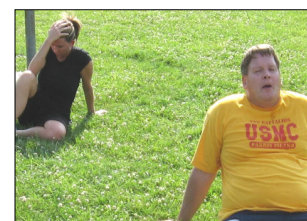
www.indyshield.com



Det. Stephanie Phillips and Lt. Jim Waters (foreground) participate in the first voluntary CrossFit program offered by the IMPD.



Officer Tom Stout (right) and others work on the pull-up bars.



FOP President Bill Owensby and Lt. Dawn Snyder recover after their CrossFit workout.

Women's Leadership Conference ~ First things First

Planning for the 2010 Women's Leadership Conference (WLC) is well under way at the IMPD.

The WLC is being designed as a one day voluntary program to develop the leadership skills of female officers and to enhance their promotability, career opportunities and empower them to be successful in various aspects of their work and personal lives.

The theme of the inaugural conference will be a celebration of firsts including the honoring of the first female police officers assigned to street patrol, the first female police department leaders throughout the country and the first formal networking and mentoring opportunities for female officers within the IMPD.

The preliminary target date is tentatively planned for April 2010. A save the date bulletin

will be posted in the coming months.

Steps are also being taken to have the full day accredited for in service training hours, so training requests will need to be completed and approved once the conference date is announced.

The overall focus will be on leadership and the role of females in the law enforcement profession. Stay tuned!

IMPD University~ Learning and Leading

As has been noted in previous newsletters, the Office of CLD is moving forward with identifying partnership opportunities with local colleges and universities to offer the IMPD University Program.

The goal of the program is to offer a consortium of institutions and degree options for the members of the IMPD to either start their higher education or to facilitate a return to unfinished

degree requirements.

Plans call for the first classes to be offered in 2010, with discounted tuition rates, financial aid counseling, on site, off-site and online learning programs.

Research is ongoing related to a myriad of possible fields of study which include Criminal Justice, Business, Public Management, Computer Science, Education and Law. Many of these pro-

grams may be jump started by college credit opportunities as the result of police certification training and the completion of the IMPD Leadership Academy.

The vision of the program is to foster an environment which encourages ongoing learning and development because no other profession is looked upon more for leadership than law enforcement. Please direct inquiries to the Office of CLD.



CLD Coordinator, Sgt. Rick Snyder calms his breathing after completing his Work Out of the Day. One word, "Gassed!"



Indianapolis Metropolitan Police Department

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begins.”**



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“The Torchbearers who dare the Great Adventure”

Vision

The Career and Leadership Development (CLD) Initiative will enable the Indianapolis Metropolitan Police Department to be recognized as the leader in the law enforcement profession for the Midwest.

Mission

Provide a structured approach for members of the Indianapolis Metropolitan Police Department to achieve their career goals through ongoing professional development and personal growth. The department is committed to providing the opportunity for sworn and civilian personnel to continuously improve by investing in their performance, allowing for specialization, and enhancing their leadership qualities.

“...Unless men and women are willing to fight and die for great ideals, including love of country, ideals will vanish, and the world will become one huge sty of materialism....All of us who give service, and stand ready for sacrifice, are the torchbearers....The torches whose flames are brightest are borne by the gallant men and women at the front....These are the torchbearers; these are they who have dared the Great Adventure.”

~Theodore Roosevelt

1918



IMPD...
“Many are called, but
Few are Chosen.”